

# Advanced Management Index

Volume 24

(Covering issues from January to December, 1959)

## ARTICLES LISTED ACCORDING TO AUTHOR

	Issue	Page		Issue	Page
<b>A</b>					
Adams, Edward L., Jr. Total Training for Top Executive Pressures .....	June	8	Day, Virgil B. Objectivity in Bargaining With Unions .....	Mar.	7
Albert, August J. Recreation—A Management Tool .....	May	23	Dempster, George R. Why I Like S.A.M. ....	Feb.	11
Allen, Louis A. Wanted—A Science of Management Organization....	Jan.	21	De Pace, Paul Planning Ahead for Profits .....	Mar.	20
Argyris, Chris Organizational Health and Executive Development..	Dec.	8	Doutt, John T. Management Must Manage the Informal Groups, Too .....	May	26
Arthur, Guy B., Jr. A Philosophy for Leaders of Men .....	Jan.	13	Dresner, Joseph Conservation of Our Scientific Talent .....	Mar.	12
<b>B</b>					
Bailey, G. B. Theory and Practice of Predetermined Motion Time Systems .....	May	5	Druehl, Hugo W. Balanced Emphasis .....	Jan.	4
Bekker, John A. Automation: Its Impact on Management .....	Dec.	20	<b>E-F</b>		
Benge, Eugene J. The Common Sense of Long Range Planning .....	June	24	Exton, William, Jr. Enlargement of Managerial Capacity—A New Approach to Manager Development .....	May	14
Bibby, Dause L. Morale of Supervisors .....	Mar.	17	Feist, Howard N., Jr. Diversification Requires Planning .....	June	5
Communications Key .....	Aug.	5	<b>G</b>		
Cost Cutting vs. Cost Improvement .....	Mar.	6	Gaudet, Frederick J. S.A.M. in a Changing World .....	Jan.	23
Decentralization—How Much and When? .....	Jan.	14	Goodwin, Herbert F. Everyone Participates in Work Simplification .....	Dec.	12
Management Development for the Space Age .....	July	4	Green, Estill I. The Nature and Use of Committees .....	July	24
Bixler, Harold R. So Long—Not Goodbye .....	Feb.	5	Greene, James H. An Analysis of Scientific Management Wage Theories .....	Nov.	16
Bounds, Wallace A. How Technical Future Management? .....	Oct.	4	<b>H</b>		
Brown, William E. The Positive View of the Human Element .....	Aug.	22	Harrell, Fred E. Telling Versus Selling .....	June	4
Burns, John E. Human Relations in Action: A Case Study in Mismanagement .....	Dec.	25	Hart, William Management Development Is Not Just a Program....	Apr.	9
<b>C</b>					
Cahill, Thomas E. Accountability—A Key to More Effective Control of Maintenance Costs .....	July	21	Henderson, Robert W. The Positive View of the Human Element .....	Aug.	22
Caldwell, James William Management Skills for Scientists in Supervision ....	Apr.	22	Hochst, Edward J. Union Leadership and Business Realities .....	Apr.	7
Carroll, Phil Are You On a Merry-Go-Round? .....	May	4	Hornbruck, F. W., Jr. A Little More .....	June	7
What You Put In .....	Feb.	4	Huggens, Sterling D. Through Coaching: Progressive Training and Development .....	Sept.	24
Cisler, Walker The Growing Challenge of Complexity .....	Apr.	21	Hulme, Robert D. Resolving the Line-Staff Muddle .....	Nov.	27
Clemmons, T. E. Develop Tomorrow's Executives Now—Avoid Managerial Obsolescence .....	Jan.	5	<b>J</b>		
Coe, Robert S. Common Sense in Manager Development .....	Nov.	24	Jackson, Jay M. The Organization and Its Communications Problem .....	Feb.	17
Copell, Don For the Good of All .....	Mar.	24	Jensen, Donald H. Just What Is a Public Relations Man, Anyway? ....	May	12
Cotter, J. E. Sales Forecasting .....	Sept.	16	<b>K</b>		
Culley, Jack F. Unionization of Salaried Engineers .....	Sept.	18	Kaiser, Richard L. The Positive View of the Human Element .....	Aug.	22
Cunningham, John J. Reading Training for Professional Technical Employees .....	Sept.	27	Katz, Robert L. Steps in Determining Effective Administrative Action .....	Feb.	12
Curry, Robert B. The Public Administrator As a Professional Manager .....	Dec.	16	Kennedy, Robert E., Jr. The Board of Directors: Its Composition and Significance .....	Nov.	8
<b>D</b>					
Dale, Ernest Decentralization—How Much and When? .....	Jan.	14	Koch, Edward G. A Practical Approach to Management Planning and Control .....	July	10
Dankert, Clyde E. The Economics of Shorter Hours .....	June	19	<b>L</b>		
Davis, Ralph C. Frederick W. Taylor and the American Philosophy of Management .....	Dec.	4	Lasser, David A Labor Viewpoint on Collective Bargaining .....	Aug.	12
A Philosophy of Management .....	Apr.	5	Levitt, Theodore Management Vs. the Failure of Commercial Research .....	Oct.	12

# Advanced Management Index

Volume 24

(Covering issues from January to December, 1959)

## ARTICLES LISTED ACCORDING TO AUTHOR

	Issue	Page		Issue	Page
<b>A</b>					
Adams, Edward L., Jr. Total Training for Top Executive Pressures .....	June	8	Day, Virgil B. Objectivity in Bargaining With Unions .....	Mar.	7
Albert, August J. Recreation—A Management Tool .....	May	23	Dempster, George R. Why I Like S.A.M. ....	Feb.	11
Allen, Louis A. Wanted—A Science of Management Organization....	Jan.	21	De Pace, Paul Planning Ahead for Profits .....	Mar.	20
Argyris, Chris Organizational Health and Executive Development..	Dec.	8	Doutt, John T. Management Must Manage the Informal Groups, Too .....	May	26
Arthur, Guy B., Jr. A Philosophy for Leaders of Men .....	Jan.	13	Dresner, Joseph Conservation of Our Scientific Talent .....	Mar.	12
<b>B</b>					
Bailey, G. B. Theory and Practice of Predetermined Motion Time Systems .....	May	5	Druehl, Hugo W. Balanced Emphasis .....	Jan.	4
Bekker, John A. Automation: Its Impact on Management .....	Dec.	20	<b>E-F</b>		
Benge, Eugene J. The Common Sense of Long Range Planning .....	June	24	Exton, William, Jr. Enlargement of Managerial Capacity—A New Approach to Manager Development .....	May	14
Bibby, Dause L. Morale of Supervisors .....	Mar.	17	Feist, Howard N., Jr. Diversification Requires Planning .....	June	5
Communications Key .....	Aug.	5	<b>G</b>		
Cost Cutting vs. Cost Improvement .....	Mar.	6	Gaudet, Frederick J. S.A.M. in a Changing World .....	Jan.	23
Decentralization—How Much and When? .....	Jan.	14	Goodwin, Herbert F. Everyone Participates in Work Simplification .....	Dec.	12
Management Development for the Space Age .....	July	4	Green, Estill I. The Nature and Use of Committees .....	July	24
Bixler, Harold R. So Long—Not Goodbye .....	Feb.	5	Greene, James H. An Analysis of Scientific Management Wage Theories .....	Nov.	16
Bounds, Wallace A. How Technical Future Management? .....	Oct.	4	<b>H</b>		
Brown, William E. The Positive View of the Human Element .....	Aug.	22	Harrell, Fred E. Telling Versus Selling .....	June	4
Burns, John E. Human Relations in Action: A Case Study in Mismanagement .....	Dec.	25	Hart, William Management Development Is Not Just a Program....	Apr.	9
<b>C</b>					
Cahill, Thomas E. Accountability—A Key to More Effective Control of Maintenance Costs .....	July	21	Henderson, Robert W. The Positive View of the Human Element .....	Aug.	22
Caldwell, James William Management Skills for Scientists in Supervision ....	Apr.	22	Hochst, Edward J. Union Leadership and Business Realities .....	Apr.	7
Carroll, Phil Are You On a Merry-Go-Round? .....	May	4	Hornbruck, F. W., Jr. A Little More .....	June	7
What You Put In .....	Feb.	4	Huggens, Sterling D. Through Coaching: Progressive Training and Development .....	Sept.	24
Cisler, Walker The Growing Challenge of Complexity .....	Apr.	21	Hulme, Robert D. Resolving the Line-Staff Muddle .....	Nov.	27
Clemmons, T. E. Develop Tomorrow's Executives Now—Avoid Managerial Obsolescence .....	Jan.	5	<b>J</b>		
Coe, Robert S. Common Sense in Manager Development .....	Nov.	24	Jackson, Jay M. The Organization and Its Communications Problem .....	Feb.	17
Copell, Don For the Good of All .....	Mar.	24	Jensen, Donald H. Just What Is a Public Relations Man, Anyway? ....	May	12
Cotter, J. E. Sales Forecasting .....	Sept.	16	<b>K</b>		
Culley, Jack F. Unionization of Salaried Engineers .....	Sept.	18	Kaiser, Richard L. The Positive View of the Human Element .....	Aug.	22
Cunningham, John J. Reading Training for Professional Technical Employees .....	Sept.	27	Katz, Robert L. Steps in Determining Effective Administrative Action .....	Feb.	12
Curry, Robert B. The Public Administrator As a Professional Manager .....	Dec.	16	Kennedy, Robert E., Jr. The Board of Directors: Its Composition and Significance .....	Nov.	8
<b>D</b>					
Dale, Ernest Decentralization—How Much and When? .....	Jan.	14	Koch, Edward G. A Practical Approach to Management Planning and Control .....	July	10
Dankert, Clyde E. The Economics of Shorter Hours .....	June	19	<b>L</b>		
Davis, Ralph C. Frederick W. Taylor and the American Philosophy of Management .....	Dec.	4	Lasser, David A Labor Viewpoint on Collective Bargaining .....	Aug.	12
A Philosophy of Management .....	Apr.	5	Levitt, Theodore Management Vs. the Failure of Commercial Research .....	Oct.	12

	Issue	Page
<b>Mc</b>		
MacBride, Roger L.		
The New Look: Management in Political Affairs .....	Aug.	25
MacCullough, Allison V.		
Road Blocks to Company Growth .....	Feb.	21
McGrath, William L.		
Political Responsibilities of U. S. Businessmen .....	Aug.	6
McSweeney, Edward		
How Do You Score on Leadership? .....	Sept.	21
<b>M</b>		
Maier, Norman R. F.		
Need for Professional Managers .....	Mar.	16
Maynard, Harold B.		
My Management Philosophy .....	Feb.	16
Moffitt, David S.		
A Remedy for Our Ailing Profit Motive .....	Oct.	19
Murphy, Leo		
Key Questions on General Management Tasks .....	Oct.	9
Murphy, Matthew J.		
Time to Take a Broader Look at Manufacturing Management .....	Jan.	25
<b>N</b>		
Newman, Louis E.		
Human Values for Management Engineers .....	July	15
Some Philosophies of Management .....	Feb.	6
Newsome, James E.		
Management Action to Improve Government .....	Oct.	27
The Professional Manager .....	Apr.	4
<b>P-R</b>		
Prentis, H. W., Jr.		
All Business Is Teaching .....	May	25
Richards, Max D.		
Effective Staff Meetings .....	Apr.	18
Rossell, James H.		
Measuring Business Performance in Rate of Return on Capital Employed .....	Sept.	14
<b>S</b>		
St. Hill, Thomas N.		
Using Retired Executives As Teachers of Business Policy .....	Nov.	4
Scheel, Henry Van Riper		
Measuring the Efficiency of Management from a Society's Viewpoint .....	Sept.	4
Scheib, John C., Jr.		
A Work Measurement and Remuneration Concept .....	June	15
Schleh, Edward C.		
The Essence of Decentralization .....	Sept.	8

	Issue	Page
Scholz, William		
Communication for Control .....	Nov.	13
Scott, William G.		
Internal Harmony: Its Definition for the Modern Company .....	Aug.	20
Sheehan, R. M.		
Developing Professional Personnel .....	May	19
Sims, E. Ralph, Jr.		
Industrial Technical Intelligence .....	July	18
Slesinger, Reuben E.		
Measuring Business Performance in Rate of Return on Capital Employed .....	Sept.	14
Productivity: A Managerial Yardstick .....	Mar.	14
Smiddy, Harold F.		
Opportunities for New Contributions to the Future of Management by SAM Members .....	July	5
Suonajan, Waino W.		
Using Retired Executives As Teachers of Business Policy .....	Nov.	4
Svenson, Arthur		
The Organization Theory of Henry Gantt .....	Aug.	16
<b>T-V</b>		
Tagiuri, Renato		
Research in Executive Selection: Some Needed Directions of Effort .....	June	11
Traxler, Ralph N., Jr.		
A Prescription for Creative Management .....	Nov.	20
Viot, Van H.		
Decentralization—How Much and When? .....	Jan.	14
<b>W</b>		
Walmer, C. R.		
Who Are the Mentally and Physically Handicapped Workers? .....	Apr.	11
West, Rhea H., Jr.		
The Board of Directors: Its Composition and Significance .....	Nov.	8
Willard, W. R.		
A Management Challenge .....	Feb.	9
Williams, Edgar G.		
The Influence of Managerial Decentralization on Personnel Relations .....	Oct.	22
Winstanley, N. B., Jr.		
Practical Guides for Executive Compensation .....	Jan.	9
<b>Y</b>		
Yagoda, Louis		
It Takes Three for Maximum Productivity Improvement .....	Aug.	9
Young, Warren H.		
On Making the Circle .....	Oct.	17

## ARTICLES LISTED ACCORDING TO TITLE

	Issue	Page
<b>A</b>		
Accountability—A Key to More Effective Control of Maintenance Costs, by Thomas E. Cahill .....	July	21
All Business Is Teaching, by H. W. Prentis, Jr. ....	May	25
An Analysis of Scientific Management Wage Theories, by James H. Greene .....	Nov.	16
Are You On a Merry-Go-Round?, by Phil Carroll ....	May	4
Automation: Its Impact on Management, by John A. Bekker .....	Dec.	20
<b>B</b>		
Balanced Emphasis, by Hugo W. Druhl .....	Jan.	4
The Board of Directors: Its Composition and Significance, by R. E. Kennedy, Jr. and Rhea H. West, Jr. ....	Nov.	8
<b>C</b>		
Common Sense in Manager Development, by Robert S. Coe .....	Nov.	24
The Common Sense of Long Range Planning, by Eugene J. Benge .....	June	24
Communication for Control, by William Scholz .....	Nov.	13

	Issue	Page
Communications Key, by D. L. Bibby .....	Aug.	5
Conservation of Our Scientific Talent, by Joseph Dresner .....	Mar.	12
Cost Cutting vs. Cost Improvement, by D. L. Bibby ....	Mar.	6
<b>D</b>		
Decentralization—How Much and When? (A Panel Discussion), by D. L. Bibby, V. H. Viot and Ernest Dale .....	Jan.	14
Develop Tomorrow's Executives Now—Avoid Managerial Obsolescence, by T. E. Clemmons .....	Jan.	5
Developing Professional Personnel, by R. M. Sheehan .....	May	19
Diversification Requires Planning, by Howard N. Feist, Jr. ....	June	5
<b>E</b>		
The Economics of Shorter Hours, by Clyde E. Dankert .....	June	19
Effective Staff Meetings, by Max D. Richards .....	Apr.	18
Enlargement of Managerial Capacity—A New Approach to Manager Development, by William Exton, Jr. ....	May	14



## Advanced Management Index — Continued

	Issue	Page		Issue	Page
The Essence of Decentralization, by Edward C. Schleh .....	Sept.	8	The Organization and Its Communication Problem, by Jay M. Jackson .....	Feb.	17
Everyone Participates in Work Simplification, by Herbert F. Goodwin .....	Dec.	12	The Organization Theory of Henry Gantt, by Arthur Svenson .....	Aug.	16
<b>F-G</b>			Organizational Health and Executive Development, by Chris Argyris .....	Dec.	8
For the Good of All, by Don Copell .....	Mar.	24	<b>P</b>		
Frederick W. Taylor and the American Philosophy of Management, by Ralph C. Davis .....	Dec.	4	A Philosophy for Leaders of Men, by Guy B. Arthur, Jr. ....	Jan.	13
The Growing Challenge of Complexity, by Walker Cisler .....	Apr.	21	A Philosophy of Management, by Ralph C. Davis .....	Apr.	5
<b>H</b>			Planning Ahead for Profits, by Paul De Pace .....	Mar.	20
How Do You Score on Leadership?, by Edward McSweeney .....	Sept.	21	Political Responsibilities of U. S. Businessmen, by William L. McGrath .....	Aug.	6
How Technical Future Management?, by Wallace A. Bounds .....	Oct.	4	The Positive View of the Human Element, by William E. Brown, Robert W. Henderson and Richard L. Kaiser .....	Aug.	22
Human Relations in Action: A Case Study in Mismanagement, by John E. Burns .....	Dec.	25	A Practical Approach to Management Planning and Control, by Edward G. Koch .....	July	10
Human Values for Management Engineers, by Louis E. Newman .....	July	15	Practical Guides for Executive Compensation, by N. B. Winstanley, Jr. ....	Jan.	9
<b>I</b>			A Prescription for Creative Management, by Ralph N. Traxler, Jr. ....	Nov.	20
Industrial Technical Intelligence, by E. Ralph Sims, Jr. ....	July	18	Productivity: A Managerial Yardstick, by Rueben E. Slesinger .....	Mar.	14
The Influence of Managerial Decentralization on Personnel Relations, by Edgar G. Williams .....	Oct.	22	The Professional Manager, by James E. Newsome .....	Apr.	4
Internal Harmony: Its Definition for the Modern Company, by William G. Scott .....	Aug.	20	The Public Administrator As a Professional Manager, by Robert B. Curry .....	Dec.	16
It Takes Three for Maximum Productivity Improvement, by Louis Yagoda .....	Aug.	9	<b>R</b>		
<b>J-K</b>			Reading Training for Professional Technical Employees, by John J. Cunningham .....	Sept.	27
Just What Is a Public Relations Man, Anyway?, by Donald H. Jensen .....	May	12	Recreation—A Management Tool, by August J. Albert .....	May	23
Key Questions on General Management Tasks, by Leo Murphy .....	Oct.	9	A Remedy for Our Ailing Profit Motive, by David S. Moffitt .....	Oct.	19
<b>L</b>			Research in Executive Selection: Some Needed Directions of Effort, by Renato Tagiuri .....	June	11
A Labor Viewpoint on Collective Bargaining, by David Lasser .....	Aug.	12	Resolving the Line-Staff Muddle, by Robert D. Hulme .....	Nov.	27
A Little More, by F. W. Hornbruck, Jr. ....	June	7	Road Blocks to Company Growth, by Allison V. MacCullough .....	Feb.	21
<b>M</b>			<b>S</b>		
Management Action to Improve Government, by James E. Newsome .....	Oct.	27	S.A.M. in a Changing World, by Frederick J. Gaudet .....	Jan.	23
A Management Challenge, by W. R. Willard .....	Feb.	9	Sales Forecasting, by J. E. Cotter .....	Sept.	16
Management Development for the Space Age, by D. L. Bibby .....	July	4	So Long—Not Goodbye, by Harold R. Bixler .....	Feb.	5
Management Development Is Not Just a Program, by William Hart .....	Apr.	9	Some Philosophies of Management, by Louis E. Newman .....	Feb.	6
Management Must Manage The Informal Groups, Too, by John T. Douth .....	May	26	Steps in Determining Effective Administrative Action, by Robert L. Katz .....	Feb.	12
Management Skills for Scientists in Supervision, by J. W. Caldwell .....	Apr.	22	<b>T</b>		
Management Vs. the Failure of Commercial Research, by Theodore Levitt .....	Oct.	12	Telling Versus Selling, by Fred E. Harrell .....	June	4
Measuring Business Performance in Rate of Return on Capital Employed, by James H. Rossell and Reuben E. Slesinger .....	Sept.	14	Theory and Practice of Predetermined Motion Time Systems, by G. B. Bailey .....	May	5
Measuring the Efficiency of Management from a Society's Viewpoint, by Henry V. Scheel .....	Sept.	4	Through Coaching: Progressive Training and Development, by Sterling D. Huggens .....	Sept.	24
Morale of Supervisors, by Eugene J. Bengel .....	Mar.	17	Time to Take a Broader Look at Manufacturing Management, by M. J. Murphy .....	Jan.	25
My Management Philosophy, by Harold B. Maynard .....	Feb.	16	Total Training for Top Executive Pressures, by Edward L. Adams, Jr. ....	June	8
<b>N</b>			<b>U</b>		
The Nature and Use of Committees, by Estill I. Green .....	July	24	Union Leadership and Business Realities, by Edward J. Hoechst .....	Apr.	7
Need for Professional Managers, by Norman R. F. Maier .....	Mar.	16	Unionization of Salaried Engineers, by Jack F. Culley .....	Sept.	18
The New Look: Management in Political Affairs, by Roger L. MacBride .....	Aug.	25	Using Retired Executives As Teachers of Business Policy, by Thomas N. St. Hill and Waino W. Suojanen .....	Nov.	4
<b>O</b>			<b>W</b>		
Objectivity in Bargaining With Unions, by Virgil B. Day .....	Mar.	7	Wanted—A Science of Management Organization, by Louis A. Allen .....	Jan.	21
On Making the Circle, by Warren H. Young .....	Oct.	17	What You Put In, by Phil Carroll .....	Feb.	4
Opportunities for New Contributions to the Future of Management By SAM Members, by Harold F. Smiddy .....	July	5	Who Are the Mentally and Physically Handicapped Workers, by C. R. Walmer .....	Apr.	11
			Why I Like S.A.M., by George R. Dempster .....	Feb.	11
			A Work Measurement and Remuneration Concept, .....	June	15

Page

17  
16  
8  
13  
5  
20  
6  
22  
10  
9  
20  
14  
4  
16  
27  
23  
19  
11  
27  
21  
23  
16  
5  
6  
12  
4  
5  
24  
25  
8  
7  
18  
4  
21  
4  
11  
11  
15

NT

## MANAGEMENT CONTROL SYSTEMS

*Edited by DONALD G. MALCOLM, Operations Research, Inc., and ALAN J. ROWE, System Development Corp. General Editor: LORIMER F. MCCONNELL, System Development Corp. With twenty-seven contributors.*

The result of a symposium held at System Development Corp., this book covers the whole field of developing modern management controls, starting with current practice and continuing with a description of the future, both immediate and long-range, of management control systems. Also deals with the use of computers to simulate company activities, thus creating a management laboratory for testing and evaluating the effects of policy and procedure prior to their adoption.

1960 374 pages \$7.25

## SAMPLE DESIGN IN BUSINESS RESEARCH

*By W. EDWARDS DEMING, New York University.*

Presents the theory and practice of sample design by the use of replication, which facilitates estimation and calculation of standard error. It also eliminates complex formulas of multi-stage design yet retains the efficiency of any possible design. It also gives several other new concepts, with examples from accounting, sampling human populations, and samples of records and of physical materials.

1960 517 pages \$12.00

## CHANGING PATTERNS OF INDUSTRIAL CONFLICT

*By ARTHUR M. ROSS and PAUL T. HARTMAN, both at the University of California.* Analyzes the dramatic decline in the general level of strikes and walkouts in Europe and North America. Explains this in an account of changes in employer policies, government programs and union philosophy.

1960 220 pages \$6.50

## MATHEMATICAL METHODS FOR DIGITAL COMPUTERS

*Edited by A. RALSTON, Bell Telephone Laboratories, and H. S. WILF, University of Illinois.* The only book on numerical analysis for digital computer users. Covers over 20 cases step-by-step, from problem analysis through program planning, flow chart construction, coding procedure, and de-bugging.

1960 293 pages \$9.00

## EXPLORATION IN MANAGEMENT

*By WILFRED BROWN, Glacier Metal Co., London*

Describes the organizational system which has evolved in the author's own company. Regarded as a social institution in microcosm, this is the story of how an operating company became a cohesive society. It is a study with an authenticity and immediacy rare in management studies.

1960 322 pages In Press

Send now for on-approval copies

**JOHN WILEY & SONS, Inc.**  
440 Park Avenue South, New York 16, N. Y.

● Many of our chapters are broadening their horizons and are thinking in terms of civic responsibility and opportunity for community service. An outstanding example was the Muscular Dystrophy fund promotion through the "Shower of Stars" program sponsored by the Evening Division Chapter of the School of Commerce, New York University. In addition to the assistance given to the fund, one of the stated objectives was: "To give SAM members experience in a worthwhile civic project. This experience should serve them in good stead when they take executive positions which demand an active role in the community affairs." This outstanding service was recognized when the President of the chapter, Mrs. Patricia McSweeney, received the Certificate of Merit from the National Chairman of NFMD, Paul G. DeMuro, Mayor of Passaic, New Jersey. Our hearty congratulations for a job very well done, and we add our SAM Award of Merit.

● In addition, chapter banners and citations will be presented to Boston College, Louisiana State University, Georgia Institute of Technology, and Indiana University chapters, while the "Honorable Mention" citation will go to the University of Wisconsin--Milwaukee, and Rider College Chapters.

● Professor Richard J. Whiting, Faculty Advisor of the Los Angeles State College Chapter, made some very interesting observations in his article, *SAM Membership — A Valuable Tangible Asset*, which appeared in a recent issue of the chapter's Newsletter. "It is by your active participation that you derive benefits from SAM. The membership card and pin alone will add little. Participation in committees helps to build your understanding of the dynamics of Management. This is Management in action! It gives you a chance to work with people under conditions similar to those found in your later managerial life. It gives you a chance to make mistakes and learn from your mistakes. To an even greater extent participation in committees and other activities in SAM permit you to expand in your fundamental managerial skills. The key word in this whole matter is activity or participation. This depends largely on you. The SAM brochure, breakfast meetings, dinner-speaker meetings, Days in Management, etc., your fellow SAM members, can aid you in increasing the value of your SAM membership only if you are active. And, this asset is tangible. It is real. Many previous members have told me of the real nature of the value of SAM. And this value was correlated closely to the degree of activity of the members in the organization. The value has continued after graduation."

● The University Chapter Promotion Awards will be received by the following Senior Chapters for their achievement in advancing the art and science of management through the successful promotion and support of University Chapters: Binghamton, Washington, Boston (2 awards), Bridgeport, Chattanooga, Chicago (2 awards), Hawaii, Hudson Valley, Indianapolis, Lancaster, Los Angeles (2 awards), New York, Philadelphia, San Diego, and San Francisco.

THIS WAS A GREAT YEAR!

**ADVANCED MANAGEMENT**



# ADVANCED Management

November 1960

LONG RANGE PLANNING

**WE'RE IN  
BUSINESS  
FOR YOUR  
HEALTH**

## COMING EVENTS

- January 27, 1961 S.A.M. Executive Committee Meeting, Los Angeles, Calif.
- April 6-7, 1961 S.A.M.-A.S.M.E. 16th Annual Management Engineering Conference, Statler-Hilton Hotel, New York
- April 8, 1961 S.A.M. Executive Committee Meeting, Statler-Hilton Hotel, New York



"Through research, discussion, publications and other appropriate means, to conduct and promote scientific study of the principles governing organized effort in industrial and economic life . . . for the general betterment of society . . ."—SAM CONSTITUTION.

*Editor-in-Chief*

WALTER RICHIE, JR.



NOVEMBER, 1960  
VOL. 25 NO. 11

# ADVANCED Management

*Progress Through Enlightened Management*